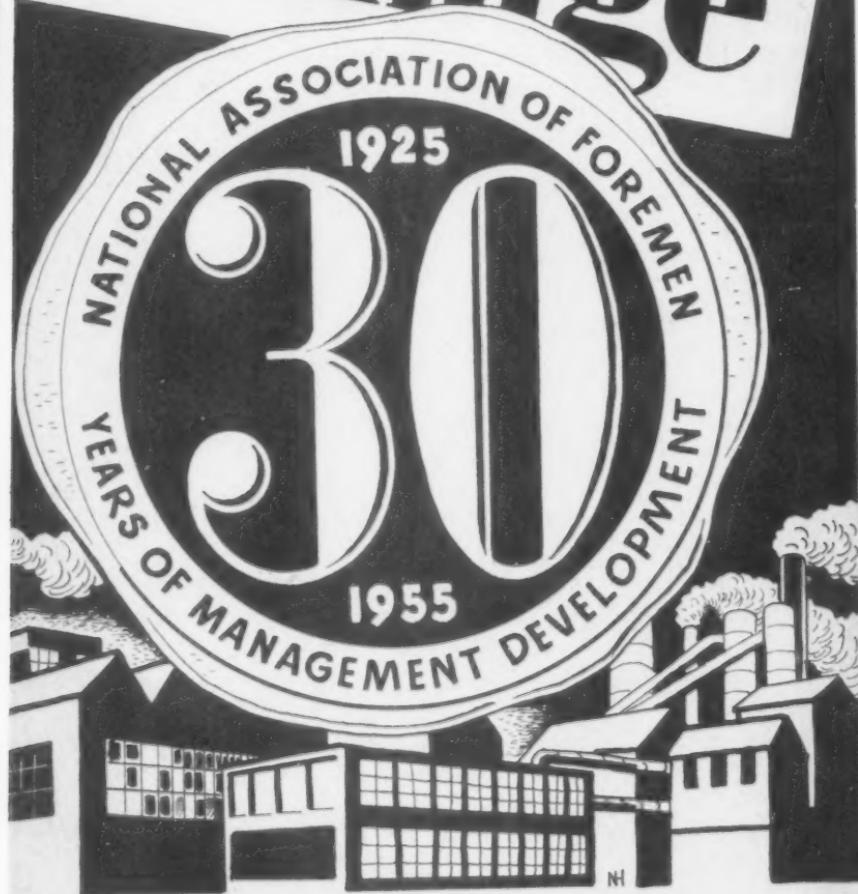


Manage



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MANAGE

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MANY A management man has felt a tinge of envy watching hourly paid workers punch out at the end of an eight-hour shift while he remained behind—tied to his desk, his problems and worries.

To him the worker's bench and time clocks symbolize a light hearted, trouble-free existence, while his desk, file cabinets and telephone seem to be a wall between him, freedom and peace of mind.

Anyone in this frame of mind is ripe for the message in Harold W. Wheeler's article "Be Glad You're A Boss." There's no denying management's burden, but Mr. Wheeler reminds us to count our blessings too.

You can be thankful, for example, that you are not an engineer in Russia. Demitri B. Shimkin, who wrote "Russia's Engineers," beginning on page 13, reports the Soviet Union has placed its technical men right in the middle. The USSR is in desperate need of men of high technical skill. But nervous politicians are afraid to give them any power.

This is the season of the year when most men buy a new suit. If you're out searching the racks for one, be sure to read "How to Shop For A Suit" on page 21. It may save you both dollars and wrinkles.

Speaking of decorations, Phil Hirsch has an interesting yarn about Master Lock's plant in Milwaukee, Wis. Interior decorators have made assembly lines there a show place for industry.

We also recommend "Your Anxious Heart" on page 31, the first of two articles dealing with the most important and hard working muscle in the body, and "Why Men Fail" on page 34. Business Notebook has some comments about the "Do It Yourself" craze and Washington Reports studies the difficulties businessmen encounter working in the government.



Harrison Bradbury

Editorial Memo

FROM THE EDITOR

SUBJECT: Management

ON OCTOBER 8th The National Association of Foremen will celebrate its 30th birthday.

It was on that day in 1925 that 31 men representing six Ohio foremen's clubs met in Dayton to set up a national organization of foremen's clubs. The objectives were simple: to help foremen improve themselves as supervisors of people and to better qualify foremen for performing delegated management functions.

About the time of the first World War, industry found itself in mass production. No longer was the management strata limited to the factory owner and his orbit of executives. With the rise of big industry came the workers' new-found voice, which meant that management had to be represented at the employee-level at all times. This required delegation of more management prerogatives to the first-level supervisor, the foremen.

For the most part, the foremen of 1916-1920 were men who had been good skilled mechanics and technicians. When a foreman had to be named to represent management in his department, it would have seemed ridiculous not to appoint the man who seemed to be best qualified to direct others in the work he knew best.

But problems arose because more often than not, the skilled mechanics and technicians had never had the opportunity to learn anything about supervision or inter-departmental cooperation or the general economics of business.

Now the men who ran the factories in those days say the foremen's club movement was a natural thing, it came about because it was the only solution to the adult education problem.

The late Thomas B. Fordham, whose imagination led to the creation of the NAF, saw the Foreman's Club of Dayton and the fine work it was doing in 1922. He, fresh on the Ohio scene from traveling for a New York bank, knew the pending industrial disaster for America if management did not perfect its teamwork quickly. Companies were going broke because management could not spread itself thick enough fast enough.

Mr. Fordham had found that some executives would not listen to qualified foremen. Other executives could not find qualified foremen to listen to.

So when Tom Fordham discovered that Louis Ruthenburg and A. L. Freedlander had nursed a foremen's educational club into a highly effective organization, he was literally beside himself with joy. The foremen's club movement could well be utilized by an ailing industrial system.

Today the membership of the NAF is over 65,000, and it is growing rapidly. As with most non-profit service organizations, the NAF must always have a problem before it.

Despite its size and the powerful voice of its membership, the NAF is a sensitive organization. Heavy subsidization, or pressure, or influence by any outside group could at one time have killed the NAF, when it was smaller and weaker. The strength of the Association's claim to existence is in the fact that *it belongs completely to its members*. Outside groups have, in the past, sought the backing of the NAF, but nearly always the Association rejected the bids which would have swerved it from its single objective: the improvement of supervision.

The NAF has been successful because the men in first-level supervision, the foremen, intelligently realized (thanks mainly to Louis Ruthenburg) their shortcomings.

The Association has reached a crossroad which it undoubtedly will pass successfully, just as it has other crossroads in the past. This problem is about its name. In this consideration, MANAGE has remained neutral—along with the rest of the national headquarters service organization. We could be a harmful "outside influence." The decision is up to the Association's elected leaders and the 65,000 members these leaders conscientiously represent. The Association has grown so large that some leaders say the word "foremen" in the name presents a problem which could be solved by a new name with "management" substituted. Other groups argue that to remove "foremen" from the title would break faith with those men for whom, and by whom, the Association was founded and has successfully grown.

On its 30th birthday this month, the NAF is on the threshold of its finest opportunities. Its three decades of successful progress are the greatest tribute possible to the American foreman, that leader of men.

Neal Sims

Do You Just Belong?

Are you an active member
The kind that would be missed—

Or are you contented
That your name is on the list?

Do you attend the meeting
And mingle with the flock—

Or do you stay at home
To criticize and knock?

Do you take an active part
To help the work along—

Or are you satisfied
To only just belong?

Do you ever go to visit
A member that is sick—

Or leave the work to just a few
And talk about the clique?

Think this over, member,
You know right from wrong—

Are you an active member
Or do you just belong?

—Reprinted from the Rath Management Club News

Don't feel sorry for yourself

Be Glad You're A Boss

By Harold W. Wheeler

Asst. Director,
Industrial Relations, Manufacturing
Dept., Ethyl Corp.



FOR YEARS there was never any question about it. A boss' job was a good job. That first step up the ladder felt mighty big. And it *was* big. And it *still* is a big step. You get the nod over 15 other fellows. You get more groceries, more sense of being needed, more family pride, and you are on your way. The top is the limit. But now you get some lagniappe the old-time boss never got. You get warnings about the price you must pay to reach the top strata. Business journals, popular magazines—yes, even women's periodicals have articles on "Executive Breakdown" or "Executives Are Not What They're Cracked Up To Be."

If we believe some of the things we read, we are neurotic. We devote our lives to our company at the expense of our families. We place a dollars and cents value on acts of

human decency and kindness. We condition our principles, personality, pride and performance to conform to either a company pattern, or a fast climb up the ladder. And we wind up suffering from any one of a dozen or more stress diseases because we can't have our cake and eat it too.

Well, take it easy boys. These doctors, psychologists, clergymen, or clever hack writers can tell us a lot, but they can't tell the whole story, and neither can anyone else. We *can* think a little about it and take a personal inventory. Here are a few thoughts to start on.

Every job has some degree of "occupational disease," we must admit. Let's take a look at this so-called "executive breakdown." In the first place, most of the articles popping out like measles concern only "top brass." They are not talk-

ing about all bosses—just executives such as presidents, vice presidents and department managers.

About 95 per cent of all bosses are foremen, supervisors, superintendents and technical supervisors—the "little brass." It is not the little brass they are writing about. However, they make strong implications that all leaders, all decision makers, all men with strong ambition and personal drive, are subject in some degree to eventual crack-up.

There is much value in the studies being made in the field of control of stresses. It is good for us to be acquainted with the causes of occupational disease. However, there's no use getting all steamed up about it.

MOST of us are pretty rugged. We like action. We like competition. We like opportunity. We are sometimes underpaid, but we like the glory, the pride and the satisfaction we take home after a good day's work. Most of us believe in our system of management, with its spirit of free enterprise, its common sense, its enthusiasm for fair play and fair competition, its success.

(This is a good spot for a psychiatrist to butt in with, "O boy, are you heading for a couch!" And my reply would be, "Wait a minute. You ain't heard nothing yet.")

We believe management honestly tries to reward those who have vigor, courage, intelligence, character, perseverance, cheerfulness, faith—and

especially know-how. We believe they sometimes bungle it, but their batting average is good.

We believe those who get to the top are a special breed. They want the top job so bad they can taste it. They have unusual drive and the know-how to get there. They are after something money can't buy or satisfy. More and more, they must have character.

We believe bosses at all levels are chosen by "promotion of the fittest."

We believe no one is perfect, and that there will always be a few fair-haired boys and misfits, and some casualties. The rewards are worth the price, and no field other than industrial management can give such great returns for the price exacted.

We believe our jobs, in themselves, are no barrier to achieving a full realization of the good reasons for living. We reserve the privilege to think and act as individuals, and, while management may unconsciously coerce, it will not insist on our being anything but the kind of people we choose to be.

We don't think we get enough credit for the jobs we do, but we don't gripe about it.

We think we are healthier than our men. At least we don't lose nearly as much time off the job.

We think communications have much to be desired, but admit we share in the criticism.

We don't think the "top brass"

understands us too well. We don't always understand them either.

Many of us like to get back after a vacation. Long vacations bore us.

(By now the psychiatrist is saying, "This guy ought to be locked up. He's bragging about things that cause tensions and stresses. More stresses than are good for a man." So let's have a few observations on stresses. Perhaps all of us can agree with half of them.)

Watch little Junior cry if his bottle or breast is late. If his red face, loud noise, and straining little body doesn't spell "stress," I'll eat his breakfast for him. Are you prepared to believe that 40 years later, Junior, as a boss, will suck on El Ropo cigars all day because he had to wait a few times for a nipple when he was a baby? Or are you willing to believe he is a mature supervisor because he learned early in life that nothing comes without stress, effort, or a price? Or would you rather forget the whole matter?

Physical stress is healthy. Rugged sports depend on stress. Champions are those who can respond best to stress. They can relax well between stresses, it's true. But their response to stress can be read in the faces of track stars, boxers, football players, wrestlers, racing crews, auto racers, and many others. You have seen it there.

Too many fights, too many races, or too many games lead to too much stress. Nature balks. The athlete goes stale.

NORMAL mental stress is healthy. Men who make decisions, leaders, writers, and speechmakers frequently assert they do their best work "under pressure." They feel more satisfaction when completing difficult assignments "under pressure." They really enjoy praiseworthy success. The relaxation that comes from knowing a job is well done more than offsets the stress of doing the job. Good emotions quickly nullify the stress.

Usually mental stress or emotional stress becomes less with each success, until a man has been conditioned to handle with confidence many times what he could handle when he tackled his first real problem.

Emotional stresses are often tied up with lack of courage. Courage sometimes seems to be an endowment. It can also be a skill or ability that can be learned. At least we can learn to overcome specific fears.

Lack of courage often leads to lack of decisiveness, wavering leadership, or surrender, as some of us find out the hard way. Most of us bosses were pretty scared when we took over a shift for the first time.

God is the author, men are only the players. These grand pieces which are played upon earth have been composed in heaven.—Balzac.

Just look back and count the things we feared that we have licked through developing our courage. We don't frighten so easily now.

Courage can be just getting used to certain conditions, a little at a time. Take the man who is afraid of flying. He gets a telegram. A near and dear relative is near death in a distant city. It's another stress, but it makes him fly. He loses much of his fear, but not all of it. He flies again. Then again and again. Before long he would rather fly than go by train or car. He may still say to himself, on an exceptionally rough trip, "What am I doing up here 16,000 feet from where I ought to be?" But he has licked a stress—the fear of flying.

You can remember the first time you made a speech, can't you? Lots of stress, wasn't there? Terrific! But after a few speeches, the stress began to fade. You may still say, as you face a large or strange audience, "What am I doing up here?" Perhaps you and I will never lose all those butterflies, but we have "gotten used to" speaking. Is it a loss of fear, or learning the skill of courage? Call it what you will, it's one way to eliminate tensions. It's facing facts and taking action.

Emotional stress can influence physical habits. The double Scotch after a rough session is a good example. Overeating and oversmoking deserve attention. They go hand in hand with tension. Mature bosses

treat their bodies well. Many a so-called crack-up comes from too much alcohol.

PHYSICAL habits can influence emotional stress. Inability to relax between stresses will cause a stress build-up.

Industrial doctors are our best scorekeepers, if we let them help us. They must be doing a good job. Either that or all the bosses I know are pretty rugged. In 30 years I have personally known about 2,000 bosses in half a dozen companies. I can remember about six who cracked up. Three of these recovered and went on to bigger jobs, using a little more sense and better emotional control.

I have seen quite a few bosses who were, for short periods, under too much stress. It was rarely about salary. It was infrequently about too much work. It was never about too much responsibility. It was about relations with another person in almost every instance.

There is a solution to this problem. It works most of the time.

Get together with the other person involved. It may be your immediate boss, the manager, or someone else. Let your hair down and tell him the things that are giving you irritation. Give him the works! Don't try to be tactful or overly polite. Forget that he is boss. He's no better or worse than you. Hammer it out, and state your case. He will probably do the same. When

you are all through, the problem will never be the same. It will be much better or much worse. Almost always it will be better. Sometimes it will require periodic repeat performances.

If it is much better, your problem is solved. If it is much worse, your problem is to get another job, either in your company or elsewhere. But get away from him, or one or both of you will be a casualty. The most important two men in your life are the man above you and the man below you. If they are "swell guys," you've got it made.

The one thing that "top brass"

would rather see than anything else is bringing these personality problems to a friendly solution. So you don't have to worry about being fired if you are honest. Think now. Have you ever heard of a boss being fired for going to the right place to speak his piece? Or an operator or mechanic, for that matter? Neither have I.

Be glad you're a boss. You won't crack up if you open up. You'll open up if you've got a little courage. Like flying, the first time is the hardest, and does the most good.

Be glad you're a boss. Act like one. It's a good feeling.

The Value of Competition

SUPPOSE competition didn't exist. Suppose the state owned everything. What would happen to quality, quantity and price, the three basics of any economy? In our free enterprise system they are determined by the customer, who makes his free choice from the shelves.

In a state-controlled enterprise, government bureaucrats would decide on . . .

. . . Quality. The bureaucrats are notorious for being busy first with politics—a field which leaves them little time "left over" for serious consideration of quality.

. . . Quantity. There would be no "waste," as Moscow charges we have with our free enterprise system. Probably there would be no waste because there would be universal want as in Russia.

. . . Price. Remember the black markets of the war? When prices are not set naturally by quality and quantity, and instead artificial standards are used, inequalities come, and with them the racketeers.

Free enterprise in America has proved it works better than any controlled enterprise yet devised by man.

ARE YOU WELL INFORMED?

HERE'S AN opportunity to find out how much you know about current management topics. Write your answers in below each question and then turn to page 59 and see how well you did.

1—What is "Multiple Management" and where did it originate?

2—What is the name of the organization in England similar to The National Association of Foremen?

3—Is it possible, in one year, for both the number of people employed in the U.S. and the number of unemployed to increase?

4—What does SUP stand for?

5—The men listed below are all presidents of unions, or trade divisions of unions. Name the union of each.

George Meany _____

Dave Beck _____

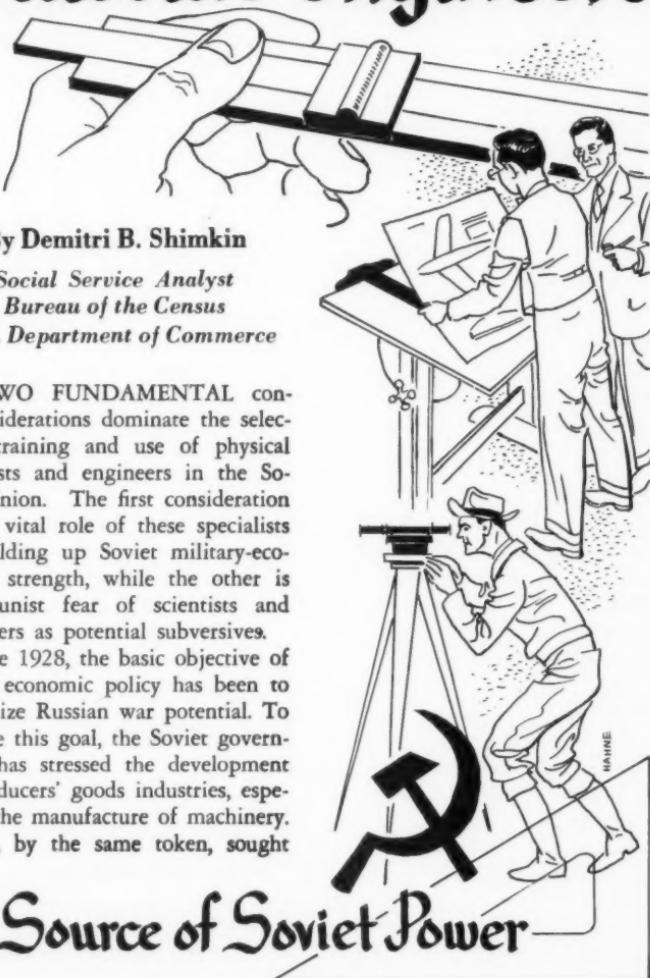
John L. Lewis _____

James C. Petrillo _____

David J. McDonald _____

A. J. Hayes _____

Russia's Engineers



By Demitri B. Shimkin

*Social Service Analyst
Bureau of the Census
U. S. Department of Commerce*

TWO FUNDAMENTAL considerations dominate the selection, training and use of physical scientists and engineers in the Soviet Union. The first consideration is the vital role of these specialists in building up Soviet military-economic strength, while the other is Communist fear of scientists and engineers as potential subversives.

Since 1928, the basic objective of Soviet economic policy has been to maximize Russian war potential. To achieve this goal, the Soviet government has stressed the development of producers' goods industries, especially the manufacture of machinery. It has, by the same token, sought

A Source of Soviet Power

to minimize the resources allotted to civilian consumption, transportation, maintenance, and other secondary sectors. And, in fact, the Soviet Union did increase its industrial output more than eightfold between 1928 and 1953. This rise, and the associated increase in the volume of construction, have accounted for 70 per cent of the growth of Soviet national income (at constant prices) over the past quarter-century.

The Soviets have also been able to double industrial man-hour productivity since 1928. Their successes in intensifying the use of capital have been great. On the railroads, the tonnage of freight hauled per mile of first-line track quadrupled between 1928 and 1950, and is now about twice as high as in the U.S.

In electrical power, the Soviets have increased output per kilowatt of installed capacity from 2,600 hours in 1928 to about 4,900 in 1954, a record matching the American. In manufacturing generally, two-shift operation has been the postwar practice.

Last year—1954—the volume of Soviet manufacturing and mining was about 35 per cent that of the United States. But for a number of commodities—coal, in bituminous equivalent, lead, and steam turbines—it was 90 per cent as great. For machine tools, it was nearly 70 per cent; between 50 and 55 per cent, for copper, zinc and pig iron.

However, the relative outputs of other important products were considerably smaller; tractors, 35 per cent of the U. S. level; electrical power, radio receivers, and cement, 27 per cent; petroleum, 13 per cent; and natural gas, less than 2 per cent.

In addition, Soviet industrial man-hour productivity was only some 28 per cent of the American. Furthermore, the margins of capacity and of stockpiled supplies have remained inadequate for major military efforts. Even the Korean war strained the Soviet economy severely. In 1951 and 1952, it forced the imposition of stringent limitation orders upon the uses of non-ferrous metals, ferro alloys, plate steel and petroleum products, as well as large cut-backs in truck, locomotive, freight-car and tractor production. Also, agricultural production and transportation capacity are quite inadequate. Finally, the combination of war losses, long working hours, and low productivity has reduced the manpower available for military mobilization to two-thirds the Soviet 1940 potential, and to less than that of the United States today.

These then have been the factors underlying the tremendous, continuing Soviet effort to enlarge Russia's scientific and engineering strength. The effort has embraced five elements: incentive, selection, training, intelligence, and selective borrowing from the West, and research.

STRICTLY BUSINESS

by McFeatters



"Get the plant whistle adjusted, Hassle?"

Let me review these elements briefly, with major reliance upon the work of Nicholas DeWitt.

First—during student and early professional years, the major incentive is prolonged deferment or even exemption from military service. Of course, engineers, like all other Soviet professionals, must accept civilian assignment as directed. In later years, the material rewards may become very large, with handsome salaries being supplemented by prizes and bonuses. Direct allotments of extreme Soviet scarcities, such as apartments, summer cottages, automobiles and other consumer durables, are customary. Professional earnings are lightly taxed. Inheritance taxes too are moderate.

Second—the base of selection is relatively narrow, with all higher education contingent upon fluency in Russian. Other political, economic, and cultural factors strongly favor the children of urban, white-collar workers. Thus an analysis of official Soviet data reveals that, in 1940, such children enjoyed five times as great a probability of completing a professional education as did the children of blue-collar operatives, and 11 times as great a probability as peasants' children. In the United States, the comparable differences are much smaller, 2.7 and 3.6 to one, respectively.

Beyond this limitation, a regional one exists. In 1939, 50 per cent of

the entire Soviet enrollment in the curricula of industry, construction, transportation and communications was concentrated in three cities—Moscow, Leningrad, and Khar'kov—which together held less than five per cent of the nation's population. At the same time, women enjoy greater opportunities than in this country. In 1940, nearly a fifth of all Soviet physical scientists and engineers were women.

Most important, the selection for vacancies in institutions of higher learning within the groups appears to be both competitive and objective. It is based essentially upon performance in nationwide, uniform, written and oral examinations covering mathematics, physics, chemistry, Russian language and literature, and a foreign language. About 70 per cent of those matriculating in the physical sciences and engineering graduate.

Third—over the past quarter-century, 30 per cent of all Soviet graduations from institutions of higher learning, or twice the American ratio, have been in the physical sciences and engineering. As a result, the number of working graduates in these professions has increased, according to DeWitt's estimates, from 40,700 in 1929 to 541,000 in 1954. Thus, the Soviet Union has now reached two-thirds of the American personnel strength in these fields.

The training given Soviet scienc-

tists and engineers is characterized by marked excellencies and by equally marked deficiencies. The duration of secondary and basic professional education is eight years, and the content of the general science courses offered compare favorably with our own. Moreover, uniform standards are enforced by nation-wide examinations at both secondary and higher levels. Soviet secondary education is primarily oriented toward preparation for a technical career. In the 8th to 10th grades, corresponding to our high schools, 38 per cent of the classroom hours are devoted to mathematics and science; 3 per cent to drafting; 11 per cent to a foreign language; 5 per cent to military training; and only 41 per cent to all other instruction. In addition, abundant and sizeable stipends insure continuous full-time study by all competent students. Finally, higher education routinely combines formal instruction with guided industrial practice and with research.

The most serious weakness of Soviet technical education is its subordination to production ministries and even administrations. This has led to premature and extremely narrow specialization, with overriding emphasis upon the minutiae of current practice, and with the avoidance of critical and experimental approaches.

The absence of elective courses and the practical impossibility of

changing from one curriculum to another reinforce the rigid compartmentation of Soviet education. The teaching and testing methods too are empirical and stereotyped, for educational theory is an area reserved to Communist Party dogmatists. Scientific societies in the Western sense do not exist.

THE teaching staffs in the physical sciences and engineering are heavily burdened, with a student load two-thirds greater than in this country, and with about twice as many hours of teaching. Their task is made more difficult by acute deficiencies in teaching aids. The textbooks are either general, very conservative expositions, or detail-crammed technical manuals, or translations of Western works. Laboratory equipment and materials are very scarce.

Finally, the students themselves are fearfully overloaded, with 40 hours of class work weekly, too many courses and too frequent examinations, and their small leisure devoured by political rallies and similar extra-curricula compulsions.

Fourth—as DeWitt has shrewdly observed, Soviet technical education is basically designed to mass-produce supervisors of manufacturing routine. This specialization is possible so long as necessary innovations can be systematically borrowed from the West.

Before World War II, and espe-

cially before 1935, the Soviets had many of their new industrial plants, designed and erected by Western firms, and selected Soviet engineers and workers were sent abroad for training, while Soviet scientists participated in international meetings and other exchanges. In addition, Soviet foreign trade missions undertook the purchase of advance foreign designs and technical intelligence generally as primary functions.

During World War II, Lend Lease provided a massive transfusion of Western experience. Several thousand Soviet engineers were sent to the United States during this period in order to gain a comprehensive understanding of American industrial layout and practice. Advanced equipment was either imported or available from blueprints. The occupation of Germany provided further opportunities.

All of this new information was rapidly assembled and organized. By 1950, numerous compendia such as the 16-volume encyclopedia on machine-building design, had appeared. The direct fruit of this carefully-used aid was a Soviet technological break-through in atomic energy and other weapons development.

In all, one can scarcely overstate the dependence of Soviet Union on Western, especially American, technology. For example, every motor-vehicle design known to be in pro-

duction in the U.S.S.R. today is a direct copy or simple re-dimensioning of a foreign prototype. Again, the structure of Soviet industry—plant sizes, locations, and layouts—corresponds remarkably to the American. Even so typical a Soviet institution as the Stakhanovite speed-up system has a clearly traceable ancestor in Taylor's time-and-motion studies.

Fifth—dependence upon the West is a cheap and fairly sure way to achieve technological progress, but it incurs the disadvantages of a built-in time lag and of solutions inappropriate to peculiarly Soviet conditions. A domestic research program is essential to overcome these disadvantages.

As you know, Russian science has a strong tradition, with many outstanding figures, such as Lobachevsky in mathematics, Mendelweff in chemistry, Fersman in geo-chemistry, and the Yavilov brothers in plant genetics.

Government support, centralized organization, and planning have characterized Russian research for the past two centuries. Although Western coverage of Soviet published research is very poor, it is clear that at the present time only the United States surpasses the U.S.S.R. in research volume.

In chemistry, for example, possibly a fifth of the current world literature is in Russian. The topical

coverage too is wide, although organized chemistry is especially well represented. Yet, although some exceptions such as casting technology must be noted, the successful applications of original Soviet research appear to be notably few.

Why? In part because of qualitative weaknesses in Soviet science itself, weaknesses in experiment design, instrumentation, and control which have led to unsure results. These weaknesses are vanishing. Other causes are the conservatism, compartmentation and structural rigidity of Soviet industry, traits reinforced by Soviet technological selection and training systems. Even more important is Party dictation, which forces Soviet industry to produce at all costs, to improvise rather than to reach basic solutions. This dictation is not loath to the waste of resources and even lives on the fancies of Party dilettantes. Above all, there is fear of error, or even of sufficient prominence to be chosen as a scapegoat for Party blunders.

The Soviet scientist and engineer, I must stress, is deeply suspected by the Party. His vital technical skills give him a power potentially challenging the Party's absolutism. To do his job, he must maintain contact with both the pre-revolutionary past and with the West. And the logic of his work drives him into repeated conflict, open or hidden, with Party dogma and favoritism.

The Party must, therefore, take

strong measures to maintain its control. It recruits its scientists from the most privileged group in the Soviet Union, the Russian, urban elite. It presses them to join the Party, rather successfully for scientists and engineers as a whole, much less so for their teachers. Of the former, 38 per cent are Party members; of the latter, 17 per cent.

It holds to a minimum the training of scientists and engineers in non-vocational fields, it compartmentalizes their work, and it monopolizes the essential inter-communications between these compartments. The Party organizes elaborate networks of inspectors and informers. And, periodically, it imposes terror, forcing scientists to grovel, to abase themselves before Party pronouncements, and at times, to die, in token of their subjugation to Marxist-Leninist-Stalinist infallibility.

Thus, in fighting potential subversion, the Party generates apathy and despair, if not actual subversion. In consequence, there is a constant flight from responsibility, from operations to administration or teaching. Despite the large number of engineers trained, despite compulsions, and despite the great material incentives, shortages of skilled manpower in high-priority areas are chronic. For example, in 1952, the Ministry for Heavy Industrial Construction was forced to use personnel with practical training only in 61 per cent of its engineering posts;

the Ministry for the Construction of Machine-Building Enterprises, in 52 per cent of its engineering posts. And if responsibility cannot be shirked, routine often provides a refuge.

In sum, the selection, training and use of physical scientists and engineers in the Soviet Union reveals paradoxical strengths and weaknesses. The application of science on a vast scale is essential to the realization of Soviet ambitions, yet the Communist Party dare not trust the scientist and the engineer. The Soviet Union fears the West, yet depends upon its technology. Given these circumstances, the following conclusions may be advanced:

- 1—At the present time, the actual effectiveness of the Soviet Union in scientific innovation and application is far lower than might be indicated by the large number of its physical scientists and engineers, and by the immense Soviet effort, in training and research.
- 2—In part, this gap lies in the failure to develop and apply increasingly good basic re-

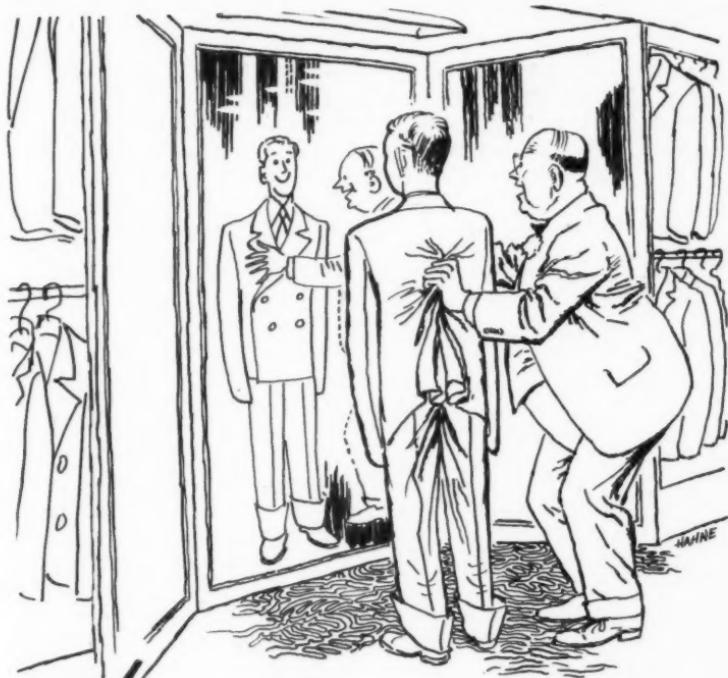
search. Thus, Soviet science warrants far closer study by the West than Soviet technology indicates.

3—Beyond this, the Soviets are creating a potential which, given appropriate social changes, might generate a technological revolution.

4—At the present time, the Soviet utilization of Western technology is limited by Western controls on information flow and exports. Moves toward the modification of these controls should be guided by careful assessment of Soviet technological strengths and weaknesses.

5—Finally, scientific and technical publications, including trade journals, are a channel of communication behind the Iron Curtain which the Soviet Union simply must keep open. This fact needs wider exploitation both as a means of ensuring a reverse flow of data from the Soviet Union, and as a medium for the diffusion of a new hope for a world of peace.

This article was taken from a talk by Mr. Sivimkin at the diamond jubilee Spring meeting of the American Society of Mechanical Engineers, Baltimore, Md.



How to Shop for a Suit

WHEN a man buys a car, he usually looks under the hood, and he always asks a lot of questions. When he invests in golf clubs, he balances them, sights them, makes careful inquiry about the wood and metal that went into them. But when he buys a suit, that is a horse of a different color. If he likes the

first suit he sees and feels comfortable in it and isn't completely defeated by the price—well, that's it. The sale is made, and if he has dealt with a reputable merchant, he will probably go away completely satisfied with his purchase.

But think how much better off he would be if he knew in advance what

to look for in the tailoring and fabric. These things aren't as mysterious as you may think. Master the essentials, and you will soon find you can buy suits more sensibly. You will get more for your money, and you may be a better-dressed man.

Here are the high points:

Major suiting fabrics. Worsted, woolen, mohair, cotton, synthetics (primarily rayon, Orlon, Dacron, nylon) and blends of two or more of these fibers.

Worsteds vs. woolens. Don't confuse them. Both are made of wool, but they are quite different. Worsted yarns are made from long, combed wool fibers that have been twisted into strands. Worsted suitings have a hard finish and are loosely woven. Woolens are made from shorter, coarser, uncombed fibers and generally are softer and more loosely woven. Woolens are associated with relaxed living and suggest pipe smokers' comfort. Many men like them because of their tweedy look. Worsteds hold their press better, and may last twice as long. Some woolens, however, such as twists, are very durable.

Sharkskin and gabardine are examples of worsteds.

Tweeds are examples of woolens.

Flannels, coverts and cheviots come in either form. The store clerk will tell you whether such materials are worsted or woolen if you don't know which is which.

Kind of suit to buy. If you want

an all-round suit appropriate for general wear, buy a worsted. If you want something casual or sporty, or if your work is such that you may dress casually, a woolen is fine.

Color. Dark colors often are more practical than light colors. Mixtures don't show spots and soil as readily as solid colors, and they don't develop a shine as quickly.

Suits that get shiny. A gabardine suit is susceptible to turning shiny with wear unless properly cared for. To avoid shine, ask the cleaner to "soft press" your suit, not "hard press" it.

Weaves. A tight weave wears longer than a loose one. A twill weave, in which the yarns are woven at an angle, is tougher than an ordinary crisscross weave. Hold the fabric up to the light in order to judge how closely it is woven. Look carefully and you can tell whether it is a twill or a plain crisscross weave.

Synthetics, pro & con. Synthetics usually are found blended with each other, or with cotton, wool or mohair. The most popular synthetic blend today is Dacron and wool. But some synthetics, such as Dacron and rayon, are used alone, too. Suits made of synthetic fibers tend to be less expensive than woolen ones. They are light, hold their press, and often are easy to clean. Some tend to have a magnetic attraction for lint, a characteristic that is rapidly being licked.

Summer suits. For maximum comfort buy suits made of cotton, Dacron-cotton, Orlon-nylon, nylon-acetate or rayon.

Cottons and rayons may wrinkle badly. Cotton, Dacron-cotton and nylon-Orlon suits are easy to wash, and the latter two do not need much pressing.

Tropical worsteds and Dacron-worsted blends are lightweight and porous, but are not as cool as those listed above. They do hold their shape and crease well. They also tend to be more expensive.

Mohair blends have a luxurious sheen and are usually found in suits that are on the more expensive side.

All-silk suits are strictly luxury items. For more practical use, silk has been blended with worsted yarns, but the fabric still is high priced. Silk is a cool, cool fabric to wear.

Size and fit. Suit sizes run by chest measurement. A man with a 38-inch chest wears a size 38 suit. But since men are built differently and suits are not always cut the same, the only way to be sure you are getting the correct size and model is to try it on and have it fitted by the store tailor.

Short, regular, long. If you are 5 feet 6 inches or under, choose a "short"; 5 feet 6 inches to 6 feet, a "regular"; and over 6 feet, a "tall"

or "long." Not so long ago, "stout" was a very common size, made for men whose waist and chest measurements were identical. Now it has largely been replaced by "portly," a size scaled for men whose waists average two inches less than their chests. For this trend you can credit successful dieting on the part of men.

Single-breasted vs. double-breasted. Single-breasted jackets have been far and away the style leaders in the past few years. A few men, however, still prefer double-breasted styles if they can find them. What do the different styles do for you? Well, if you are tall and thin and want to add width to your appearance, you can do so with a double-breasted coat. And surprising as it may sound, you may look better in a double-breasted suit if you are short and stout. Men of average build almost always look better in a single-breasted style.

The drape of the coat. The full drape with exaggerated shoulders is gone. The coat should fit close to the body both in front and in back. It should be long enough to cover the seat of the trousers, but no longer.

Collars and lapels. The collar should lie flat and smooth, with no

To become an able man in any profession, there are three things necessary,—nature, study and practice.—Aristotle.

bulges, creases, wrinkles or creeping. About half an inch of shirt collar should show in back. You cannot see the interlining of the lapel and collar, but you can test it. Bend a corner toward you. If it springs back in a jiffy, the lining is good. But if collar and lapel stay limp, the lining is probably a sleazy cotton, which won't hold its shape.

Sleeves and shoulders. Raise and lower your arms with the coat buttoned. It should slide over the hips easily. While a little tightness is inevitable, your arms should not feel harnessed. If they do, the coat is too small or someone skimped when he cut the sleeves. Give special attention to the shoulders. An overstuffed shoulder pad, designed to make drugstore cowboys look like prizefighters, is a sure sign of cheap tailoring. Molded, soft and unobtrusive shoulder pads will make the shoulders look trim.

Pants. The only way to tell whether they fit is to walk around, sit down and bend over. They should be large enough to be comfortable without being baggy. The seat should not tighten up excessively when you bend over. Note the fit around crotch, waist and hips. If the trousers bind in any of these spots, they require alterations, which all good stores do. Always try on the pants with either suspenders or belt, whichever you will use. Then when the tailor measures them, there will be no guesswork about adjusting the length.

Pants length. This is a matter of preference. You must decide whether you want the trousers to hang straight and just touch the shoe, or long enough to show a slight break in front.

Pattern match. If the suit is a herringbone, a check, a plaid or a stripe, the lines of the design should form a continuing pattern throughout without interruption. If the pattern does not mesh, the suit is poorly made.

Check these spots: collar, seams and where pockets are sewed on the jacket.

Pocket construction. Put your hands in the pockets and test for roominess. Pull out the lining. It should be a tightly woven twill fabric that will wear well against hard use. Poor pocket linings are made of cheap material sized with starch or some other filler. You can tell whether they are sized by squeezing them and observing whether a powdery sizing sticks to your fingers. If there is sizing, it will come out in the first cleaning.

It is desirable to have inside pockets on each side of your coat for carrying wallet, papers, pen, etc.

Buttonholes. In a well-made suit, buttonholes are sewed neatly and tightly on both sides with close stitches. A hand-stitched buttonhole is a sign of fine tailoring.

Piecing. This is the practice of using odd bits of cloth to cut down on material and tailoring costs. You

STRICTLY BUSINESS

by McFeatters



"Never mind—Junior cut it down while you were changing into your lumberjack shirt and boots!"

will find piecing most often in the crotch of the trousers. It is definitely a sign of inferior quality.

Hand tailoring. In a hand-tailored suit much of the stitching and finishing is done by hand. If you find "hand-tailored" on the label, it means the suit conforms to a set of standards established by better business bureaus and men's clothing manufacturers. The standards list 32 separate hand operations. You rarely find extensive hand tailoring on suits that cost less than \$65.

Hand tailoring assures a suit of high quality that is well cut, looks luxurious and is comfortable to wear. But remember that hand stitching on seams and pockets and elsewhere does not necessarily mean the suit will wear better than one that is machine stitched.

Made to measure. A made-to-measure suit is factory-produced to your personal measurements but is not comparable to a custom-tailored one. You select the fabric you want and the clerk measures you and sends the specifications to the factory. A made-to-measure suit is desirable for the man who is hard to fit but does not care to pay the price of a custom-tailored suit.

Custom tailoring. A custom-tailored suit is made exactly to your measurements and is fitted by the

tailor at least two or three times before completion. Such a suit may also be described as custom-made or tailor-made.

Generally speaking, you can expect a custom-tailored suit to be of better quality than a ready-made suit. The tailoring is usually superior, and the linings and interior construction are about the best you can get.

If you want to spend the extra \$50 to \$100 or more that a custom-tailored suit will cost, you should get a suit that fits and looks well and will last for years. But the fit of the suit depends on the tailor's skill, and skilled tailors are said to be a disappearing breed.

There are two disadvantages, besides cost, in buying a custom-made suit. First, the several fittings necessary can be an inconvenience. And second, you are obligated to take the suit once you've ordered it.

Fiber-content label. Federal law requires that all suits containing wool be labeled and that there be a label on each piece of the suit. The label must tell whether the wool is virgin or reprocessed, the percentage of wool in the material, the percentage of other fibers, if any, and the name or registry number of the manufacturer or seller. If the label is missing on a wool suit, don't buy.

This factory looks like
a department store

At Master Lock They Paint The Punch Presses Pink

By *Phil Hirsch*

WHEN YOU walk past the front door of Milwaukee's Master Lock Co., the first thing that hits you is the chartreuse stairwell.

But that's only the beginning. Out in the shop, you see punch presses colored delicate tints of pink and blue, planter boxes filled with flowers, structural columns in green and rose, yellow and white walls, pink light fixtures, red floors, limed oak stock cabinets, wall murals illuminated by recessed fluorescent fixtures, parts trays in every color of the rainbow.

Then you visit the offices of Master Lock's foremen. The maintenance chief dabbles with horticulture in his



spare time. His office is filled with tropical plant life, a large fish aquarium, and a variety of exotic wall ornaments. There's a carpet on the floor, and the room is air conditioned. A sheet of plastic diffuses a soft glow from fluorescent lights mounted in the ceiling. Instead of a switch to turn the lights on, there is a rheostat which varies the intensity of light. This gadget came on the market only recently, and hasn't appeared in many homes yet.

The firm's other foremen operate from offices just as elegant. The head of the plating department has gray plywood with flame-red trim, sliding cabinet doors, and futuristic four-tiered shelves. The assembly foreman is surrounded by rustic pine paneling with green and brown wallpaper which gives the appearance of a ranch porch.

Master Lock foremen selected these decorating schemes and production employees picked the colors and decorations for the shop. The firm paid the bill. The investment has paid substantial dividends—reduced accidents, cut employee turnover, made the plant cleaner and lighter, and most of all, produced an unusual atmosphere of good feeling between management and labor.

The unorthodox interior decorations are only part of Master Lock's unusual labor-relations policy. Time clocks have been eliminated. An honor system is used instead. There is no piecework, no conveyorization,

and use of the word "timestudy" is frowned upon. Rest periods are frequent, and space has been wasted, in a sense, just to eliminate a crowded, cramped appearance in production departments.

Virtually all of the work is done sitting down. Master Lock has spent a sizeable amount of money on chairs which have specially-designed posture-control back rests. Many of the chairs were made to order so that workers could adjust seat height to the requirements of the job. Some chairs have no legs. They're placed on shelves a few feet off the floor which also contains space for work before and after it goes through each machine. With this arrangement, the worker performs his job with a minimum amount of bending.

Next to each work station are wall lockers for personal belongings. Each floor has several coat racks (trimmed in limed oak).

Master Lock's employees have been surrounded with these unusual working conditions since 1938, when the firm, world's largest padlock manufacturer, moved into its present quarters. It was about this time that the science of color dynamics was making a hesitant entry onto the industrial scene. Master Lock's president, Harry Soref, asked a number of his engineers to tour various plants and "see what this color business is all about."

He was particularly interested in color's psychological implications.

The creation of cheerful working conditions is always a weighty concern for factory management. It was particularly weighty in Master Lock's case. The firm's padlocks look pretty simple, but actually they contain 53 different parts and must be assembled, to micrometer tolerances, in 102 operations. At Master Lock, 60 per cent of the work is done by women. Like many other firms, Master Lock discovered women are especially fussy when it comes to work surroundings.

"If you expect a woman to do a satisfactory job," Soref explained recently, "you've got to treat her like a woman, not like a man. Management must always remember to be a gentleman."

When Master Lock's engineers returned from their color expedition, they began experimenting. Two standards were used in determining the efficiency of a particular color or color combination; first, the girls were asked how a given color looked. Final plans were made according to their answers. Second, careful records were kept on production quality and quantity in relation to different colors. The durability of the color was also checked.

These tests showed, among other things, that buff and yellow do an excellent job of eye-catching when placed on machine guards and other safety devices, that green makes both an attractive and durable coating for heavy machinery. Both ideas are incorporated in color scheme.

Besides producing a dramatic appearance, color performs an important production and maintenance chore. Pipes and conduits are painted in contrasting colors (yellows and reds, mainly) to make them stand out from walls and ceilings. Combined with a color-coding system, this technique simplifies servicing.

The trays which move the work through the shop are also color-coded. Colors relate to various steps in production, and to the type of production unit inside the tray. Any employees anywhere in the plant can look at a tray and tell immediately what's inside and whether it's in the right place. Scrap containers, tools, chairs, and other equipment are painted a key color corresponding to the dominant color of the department in which they belong. Returning the tools if they become mislaid, getting the wastebaskets back to their proper places, are simple, speedy tasks.

When you ask for proof that Master Lock's program has paid off, company officials point to a plaque on the front office wall which reads, "In sincere appreciation of this splendid building and the progressive spirit of the Master Lock Co. (signed) Local 469, UAW-CIO."

Then they take you to another plaque nearby, presented by the firm's insurance carrier, to commemorate three years without a lost-time accident, 1939-41.

Last year, Master Lock suffered

1.6 lost-time accidents per million man hours. This compares with an average of 15 for U.S. industry as a whole and is believed to be far lower than rates in the nation's other padlock plants.

Average length of service at Master Lock is an enviable five years. The firm has never had trouble obtaining new workers. Once, after placing an ad in a Milwaukee newspaper, the employment office was flooded with more than 100 applicants the next morning. Several Master Lock employees, lured by higher wages to other plants in the area, have returned a short time later. "They all say that our emphasis on quality, instead of quantity and speed, is what brings them back," explains Personnel Manager Robert Kreilkamp.

On more than one occasion, Master Lock's workforce has had to demonstrate its loyalty to the firm, and has come through every time. During the lunch hour six months ago, for example, the company received a wire from one of its foreign distributors reporting that an embargo was being placed on future imports of padlocks. To provide him with stock before the measure went into effect, the Master Lock factory was faced with the job of turning out 100,000 padlocks that afternoon. Normally, the job takes about a week. But by 5 p.m., the locks were on their way to New York.

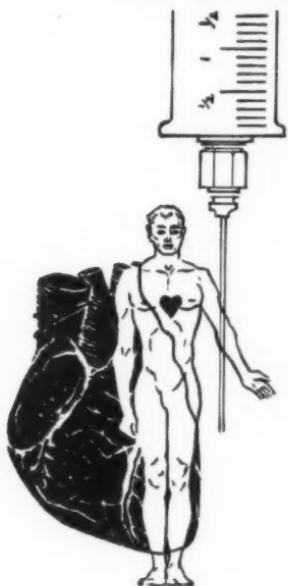
Even on a quick trip through the shop, the cleanliness of the aisles and machines, the tremendous amount of light that fills each room, are obvious. There is no formalized housekeeping program. Employees keep their surroundings clean without being asked.

The biggest benefit of Master Lock's program is the hardest one to pin down with figures. There's an intangible spirit in the plant that virtually eliminates the usual frictions between worker and worker, worker and management.

Kreilkamp can't remember when the last written grievance was filed. And when officials walk through the shop—any official from President Harry Soref down—conversation is almost always on friendly terms. Management knows just about every one of the firm's nearly 600 workers by his or her first name. And supervisors listen as readily to the worker whose grandchild broke his arm falling from a swing as they do to complaints about not enough light over a machine or too much draft from a window.

Soref sums up Master Lock's labor relations policy with the simple statement that "No company ever failed because of its employees. Companies have failed, however, by not paying proper attention to their employees." The experience of Master Lock is pretty good proof that there's a lot of truth in these words.

The most important muscles in the body run



Your Anxious Heart

The first
of
two articles

by L. E. Hamlin, M.D.

ACCORDING TO a recent survey, 10 million people in the United States have heart disease in some form or other and more than 100 million days are lost from work each year because of it. True, there has been a downward trend in the death rate but it has not been uniform in the various age groups of the general population. Those over 40 appear to be affected most and usual-

ly at a time when they can best utilize the productive skills they have acquired through years of practical experience.

Heart disease is still the leading cause of death and despite advances in treatment is likely to remain so for many years to come.

The most common heart complaints are caused by infectious disease like rheumatic fever, but other

EDITOR'S NOTE: Doctor Hamlin is medical director of the American Brake Shoe Co., and this article originally appeared in two parts in the *Brake Shoe News*, an employee publication of the company.

kinds result from overwork, nervous strain and congenital defects. New drugs offer relief while improved techniques permit amazing surgical operations, so that many people with heart conditions can now live useful and normal lives.

Surgeons open up narrowed heart valves, correct short circuits in blood vessels and replace diseased or deformed sections with arterial grafts which have been preserved in "deep freeze" fashion sometimes for more than a year. They can even provide a new blood supply for the heart itself by grafting vessels from neighboring structures of the body. Everyone knows about "blue babies" and how modern surgery makes them well again but unfortunately operations cannot correct every variety of cardiac disorder. Dramatic cures are possible only in carefully selected cases.

Diet is important and undernutrition plays a part as well as overnutrition. For every heart case suffering from malnutrition there must be a hundred affected by overnutrition. During the war years people in the occupied countries existed on a semi-starvation diet with a greatly reduced fat intake. This resulted in a lowered incidence of high blood pressure and hardened arteries. Excessive amounts of fat in food have a direct action on the heart and blood vessels so that it is wise to keep this part of one's diet under control.

It is a well known fact that overweight is closely associated with high blood pressure and cardiac strain.

A physician once asked a bulky, corpulent individual if he would consider carrying around a 75 pound sack of cement all day, wherever he went, upstairs and down, etc. "Ridiculous!" replied the man, but actually he had been doing what amounted to just that for years.

When a doctor listens to the heart, he sometimes hears blowing or rasping sounds which differ from the normal heart tones. These are called "murmurs" and are usually caused by diseased valves.

SOME people are born with heart murmurs while others develop them after acute illnesses. Certain murmurs are functional and produce no disability whatever, and the heart can compensate for others that ordinarily might give rise to difficulty. However, a heart murmur can be the first sign of serious disease and its presence should always call for a visit to the physician.

People with heart disease often wonder whether or not they should travel in airplanes. Basically there are only three conditions of flying which might cause trouble. These are, lack of oxygen, change of direction at high speed and emotional stress.

In modern pressurized cabins the oxygen content and barometric pressure is regulated to a level comparable to that below 8,000 feet. Commercial planes do not ordinarily ascend above 14,000 feet but if they do, more oxygen can be supplied.

Civil Aeronautics Authority regu-

lations require planes to carry enough oxygen for at least 10 per cent of the passengers if the ship goes over 8,000 feet. If it becomes necessary for a cardiac patient who requires corrective levels of oxygen to fly, it is always advisable to see that the air line is notified in advance.

As the years go by many alterations occur in the body. The muscles, bones and other organs undergo degenerative changes which account for the general slowing down process associated with growing old. Such variations are usually considered as being normal although they may be more pronounced in certain people.

The heart and blood vessels show evidence of aging just as do the other tissues.

Changes will be seen in the electrocardiograms which would be considered abnormal in a younger person but electrocardiograms are not the final answer in the diagnosis of heart ailments. They show many variations and are highly sensitive to errors in technique. Even differences in position or poor connections to the instrument will produce alterations in the record. The electrocardiogram is a valuable diagnostic tool but it can be helpful only when interpreted by someone who is well versed in its use.

Throw It On the Floor!

IF YOU don't want to lose valuable papers around the office, turn your wastepaper basket over when you do important desk work.

That's the advice from Minneapolis-Honeywell's chief accountant, Al Rudell, who solved that "misplaced-ticker" problem during a recent five-week inventory. During that period approximately a quarter of a million inventory tickets poured into the cost accounting department. All were priced, extended, posted, audited and totaled for comparison with accounting ledgers.

To prevent losing tickets, Rudell ordered wastepaper baskets set aside. All wastepaper was tossed on the floor. Then in the evening all the wastepaper from the floor was carefully sorted to make sure it contained no tickets.

Rudell reports that not one was found on the floor; not one was lost.

Wise guys who ask a certain pretty waitress for her telephone number never get turned down. She whispers a number enticingly. When they dial it, a voice answers pleasantly: "Pest Control Service!"

Why Men

THREE'S JUST one answer to that question: the difference between success and failure depends on knowing how to get along with people.

About 80 per cent of the people fired from their jobs are dismissed because they don't know how to get along with the people they work with or for. The same condition underlies most of the other "problems" of our time—crime, delinquency, alcoholism, divorce, racial prejudice, political witch hunts, etc.

Each of these things represents, in one way or another, our inability to get along with each other. Until we get to the heart of that fact we can never hope for a better world.

So first let's ask: Why don't people get along?

From a scientific point of view it is principally a question of emotional immaturity. There are many aspects of the personality, but the growth and control of the emotions are major factors in determining how we get along with other people.



In most of us there is a constant war going on between two personality drives.

They are present at birth and are active as long as we live. One of these is the drive of Eros—of love. It is the source of our constructive

Love and Hate

by
Wm. C. Menninger, M.D.

General Secretary of
The Menninger Foundation
Topeka, Kansas



interests and activities. The other, the drive of Thanatos (of hate, literally of death), is the source of our destructive energy.

In the well-adjusted person these two energy drives are fused in such a way that the love neutralizes the

hate. But when the love drive is weak, the hate gains prominence in the individual's relations with others. Consequently, the chief difficulty in getting along with people arises because of inability to handle the hostile drive.

Hostility isn't just a matter of becoming angry. Sometimes anger is a healthy reaction. But it is unhealthy to be mean, jealous, dishonest, cruel—all manifestations of hate. Also, there are other less obvious forms of hostility. "What's in it for me?" is primarily a selfish and in some degree infantile attitude that may be excused in the infant and the child but not in the adult man or woman. The fathers and mothers who assume this point of view towards the family are obvious failures at their job as parents. But even some parents—and non-parents—who appear to do a reasonably good job with their family still remain too immature toward their community, their state, their nation and their world. Unless more people

can develop the mature attitude of "What's in it for us?" it isn't likely that we are going to get along with each other much better.

Are there any simple rules that might help us get along with people more effectively and happily? Yes, but first let's see just what that means. Relationships must be consistent, constructive and helpful, along with enough mutual confidence and tolerance to allow for occasional fluctuations. There aren't any simple rules that are going to change your personality. But there are some guiding principles to apply in your relationships that, if you observe them, might enable you to get along more happily with people.

1. *Give more than you receive—and enjoy doing it.* All of us started out in life on the receiving end. If we become mature, our greatest satisfaction must come in giving—of ourselves, our substance, our time and energy, our ideas. If the family or society is going to improve, it is because people give.

2. *Try to understand the other fellow.* If you occasionally feel abused, don't just get mad or hurt or call names. Recognize the fact that every individual is different from everyone else. So listen and learn. No one, who ever wants to understand people, can learn too much about them. This goes for mothers and fathers, for doctors, clergymen and lawyers, and especially good friends.

3. *Give recognition to others.* While it is true that the most mature individual gets greater satisfaction in giving, none of us ever gives up the desire to receive, too. We want to be loved. We want approval. We want to be included. We want above all to be appreciated. Hence, a word of praise, of thanks or recognition are among the most effective tools in getting along with others.

4. *Be flexible.* It is a sign of both youth and maturity to be able to change our habits and attitudes. If we take an honest look at ourselves, we can see many changes that we should make that would help us to get along better with those about us. This is best illustrated in the family, where parents simply must grow with their children if they are to be helpful and effective. One can't go on an assumption that the standards and practices in vogue in 1924 are necessarily appropriate in 1955.

These four rules won't work any miracles. They won't change your life overnight. But keep them in mind. Think of them in connection with your daily activities. They can help you to control the hate impulses and express the love impulses. And that is what it takes to get along with people.

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By William M. Freeman

WANT SOMETHING technical done? Call in an expert. If it's a matter of ripping out the kitchen window and putting it in sideways, the expert will do it better. If it's a new plan for a factory, the specialist will produce a superior job.

At least, that's the way the thinking always has run. But is it necessarily the truth? Consider the case of Morris and Julius Lipsett. These two, who operate Lipsett, Inc. ("industrial dismantling" is the term they use for their work), offered to pay \$330,000 for the privilege of knocking down and carting away New York's Third Avenue elevated structure.

Since other concerns not only offered no money, but asked as much as \$1,700,000 for the job, the Lipsetts got the work. With scrap metal currently around \$40 a ton, they seem to be doing all right.

The Lipsetts are no experts. When Morris was called on to dismantle a big gas tank he was cautioned by "the experts" to estimate the cost of the scaffolding the workers would use as they tore the thing apart, and include the amount in his bid.

Morris had a different idea. He filled the tank with water and had the wreckers stand on rafts inside. As they worked downward the water was drained off, lowering the rafts on which the men stood. This saved the \$38,000 the scaffolding on the outside would have cost.

Morris Lipsett, as stated, is no expert, and so has no "rules" to guide him. The experts are not doing badly as matters stand. The craze for—

DO IT YOURSELF

—is making plenty of business for them. They often get the well-paid task of ripping out the job an amateur shouldn't have tried.

Doing it yourself can run a fellow into lots of trouble. Suppose he misreads the instructions and inadvertently builds a tool shed lean-to in the kitchen when his wife wanted a new cabinet under the sink?

Insurance and safety officials are plenty worried about the trend. The injury rate is going up. More than 600,000 persons were disabled in this country in 1954 in home accidents, and there is good reason to believe the rate will be higher for 1955.

Only the professional humorists are amused by the spectacle of the do-it-yourselfers putting down a tile floor, replacing a broken window, painting the living room, putting up storm doors, repairing chimneys and tripping over their left feet. The latest joke of the humorists (and if it isn't on television yet it soon will be) runs something like this:

"Buy the Handy Dandy Little Giant Atomic Energy Kit! Be the first in your neighborhood to be a world dictator!"

Incidentally, by the time you get your atomic energy kit made, there probably won't be any use for it. It seems that—

URANIUM

—is fine for such enterprises, but thorium is better and more plentiful. And besides, the raw material of such power sources can be obtained from a plain old piece of rock, even that hunk of granite sitting in the corner of the garden. This is part of the news that came out of the Geneva atoms-for-peace conference a few weeks ago.

With that in mind, consider these sentences from an advertisement for shares of a uranium producer:

"If you are going to buy uranium stocks buy some of (name concealed to protect the innocent) as it is already one of the largest companies producing uranium ore on a profitable basis. The atomic age is here. Uranium is the basic element from which atomic energy springs. And remember, the government has guaranteed it will buy all the uranium that is produced from now until 1962. What greater opportunity could investors have?"

Well, answering the question, there could be considerably greater opportunity for the investor. If thorium is better and cheaper, and granite continues to be plentiful, and inventors are still busy in their laboratories, the government will set about releasing itself from any obligation to buy scarce and expensive uranium. Even assuming the So and So Co. finds plenty of uranium, what do you suppose will happen to the value of its shares?

Test Your Word Sense

Here's a good way to test your vocabulary. Pick the best definition for each word and then turn to page 42 for the answers.

1—If a man is MALADROIT, he:

- a—is clumsy
- b—is graceful
- c—is sick
- d—is mad

7—An ALTRUISTIC person is:

- a—unselfish
- b—selfish
- c—hateful
- d—desperate

2—A LECTERN is a:

- a—light
- b—steeple
- c—reading desk
- d—window shelf

8—CIPHERS are used for:

- a—drums
- b—pumps
- c—symbols
- d—noisemakers

3—GABARDINE cloth is made of:

- a—cotton
- b—nylon
- c—flax
- d—wool

9—A GIMLET is used for:

- a—mixing drinks
- b—boring holes
- c—bait
- d—hunting

4—Sailors know a BURGEE is:

- a—a hat
- b—a sail
- c—a pennant
- d—a knot

10—A JUNTA is a form of:

- a—revolt
- b—religion
- c—council
- d—sport

5—If you EFFACE something you:

- a—remodel it
- b—destroy it
- c—repair it
- d—build it

11—The word NEGLIGENT means:

- a—careless
- b—careful
- c—clean
- d—soiled

6—A FORAMEN is:

- a—a boss
- b—supervisor
- c—a wood piece
- d—a small opening

12—A PENTAGON has:

- a—six angles
- b—nine sides
- c—eight sides
- d—five angles

Profits, Expenditures, or Expansion . . .

Mead Employees Get Figures and Facts

By Brainard Platt

THE MEAD CORP. believes a well informed employee is the best employee, and it has the reports to prove it.

The paper company has just published its eighth annual progress report to employees. In it Mead bares all.

The company doesn't agree with firms reluctant to discuss profits with workers or reveal details of expansions and expenditures.

Harry P. Carruth, director of employee publications, explains Mead doesn't believe there ever is a time when its employees should be kept in the dark.

"We keep our employees informed on all expenditures, progress and financial conditions of the company," Carruth said. "We do not hold back anything."

Mead feels employees might easily misinterpret expenditures that are concealed or revealed only vaguely.

"We tell them expenditures for

improvements are designed to improve our services and strengthen our company," he said.

Mead has found employees often wonder why they cannot get large pay increases if the company can afford large expenditures.

"But our progress report points out that we must spend money to keep ahead or up with our competition if we are to make reasonable pay boosts," Carruth said.

A. J. Miller Jr., vice president, industrial relations, has noticed this open-and-above-board system has paid dividends at the bargaining tables, too.

"Union negotiators seem to have an understanding of the figures we discuss and complete faith in the facts we place on the table," he said.

"I also think the reports have helped show our employees that the company profits are reasonable," Miller added.

Mead makes certain the progress report gets to all employees and

their families by mailing it direct to their homes.

H. E. Whitaker, president, points out in the new 20-page report that 1954 income was the highest on record, that employees received more in payments and benefits, and that the company strengthened its financial position and expanded production facilities.

And then he asks, "What does all this have to do with you? I think you will find the answer in the progress report."

Mead then breaks down the facts and figures that made 1954 a good year for the paper company.

Payrolls were explained in such terms as "\$103,565 in employee pockets every day" and vacation pay was covered under a heading, "A Million Dollars Worth of Holidays."

Mead breaks down its financial figures into an operating record with such headings as "What we took in" and "Where it went."

But the company doesn't confine its reports just to years when everything is peaches and cream. While it hasn't had a really bad year since

it started its progress report, it has had some unhappy conditions.

One report noted that sales dropped 10 per cent, prices of materials and services climbed 10 per cent and dividends to shareholders slipped 15 per cent.

But it was explained total wages to employees fell only two per cent.

Carruth said the company originally gave its annual stockholders' reports to all employees, but started working out the special progress report eight years ago.

"It was decided the annual stockholders' report was too technical, and we did something about it," he said.

How well they did the job is evidenced by the fact that Forbes magazine, in the January issue, commented on the simplicity of the writing in the Mead progress report. It noted the report might well be copied by other firms.

But the progress reports, winners of a number of national awards, are just part of an overall program of publications designed to keep Mead employees the best informed in industry.

The mind which does not wholly sink under misfortune rises above it more lofty than before, and is strengthened by affliction.—Richard Chenevix.

Answers to "Test Your Word Sense" on page 40 are:

1-a, 2-c, 3-d, 4-c, 5-b, 6-d, 7-a, 8-c, 9-b, 10-c, 11-a, 12-d

NAF—

The Climate for Development

By Norman George

ASK ANY top executive what he feels the company's biggest long range problem is, and most likely his answer will be: "The development of the management men we'll need to run the company."

Probably lurking in the back of his mind is his own experience of watching the management job grow more complex over the years. Possibly too, he has heard the results of a survey by a large consulting firm indicate a great shortage of qualified top executives in the near future.

No wonder then, that the most talked about management topic today is "management development." What is management development? What is the NAF's role in it?

To answer this, let us construct the hypothetical case of Company X.

Company X realizes that management development is not a package program but is closely related to good management and personnel practices. The need for two-way communications is fully recognized. Company X has, furthermore,

adopted some procedures designed to focus attention specifically upon the individual management man's development.

In Company X, every member of management is appraised and evaluated annually by a committee consisting of the man's immediate superior and two or three other men at the same level of his superior.

These men meet and discuss the person's strong points, weak points, and decide upon recommendations for his own development. The decisions reached by this committee must be unanimous. Following this meeting, the person evaluated meets with his superior (who, in most cases, serves as chairman of the evaluating committee). Here, his superior discusses frankly with him the conclusions reached by the evaluating committee. He also discusses recommendations for the man's development.

Company X strongly urges all of its management men to devote considerable time to coaching their

subordinates. The coaching is done informally and with great sincerity. As a matter of fact, the comment is often heard that the man in the role of coach himself gained as much from the experience as his subordinate.

The company sponsors a series of training programs designed to meet some of the more general needs of its management men. These are largely in the realm of human relations. When specific types of training or education are needed from an outside source, the company pays one half the cost of the course, provided the man completes it.

Several committees are in operation, and the company tries to rotate participation on the committees as much as possible to give members more experience.

Company X urges its managers to participate in outside and professional organizations. Good personnel records are maintained by the company showing up-to-date information concerning each individual.

Company X also has made wide use of tests. The tests were administered by an outside consulting firm. In every case, the individual manager met with one of the consultants and discussed the results of the test. The company looked upon the tests as merely an aid to help the individual understand himself and recognize his own strong and weak points. The results of the tests were never used as conclusive, but merely served to be indicative.

These management development practices are typical of procedures used by companies who have devoted considerable time to developing a plan. But this doesn't give us the whole story of management development, by any means. Judging from experiences of many companies, and the observation of authorities in the field, the most important aspects of management development lie not in the mechanics of the various plans, but in *environment and attitudes*.

There is overwhelming evidence that managers simply do not "grow" in situations where conditions are not conducive to growth. A "climate" must prevail.

Myles L. Mace, in his study of 50 companies, *The Growth and Development of Executives*, says this: "It was found that in those situations in which subordinates believed the superior to be fair, the subordinates were stimulated to work, grow, and develop." It seems almost too simple to state, but it is fundamentally true: The man *himself* must want to grow, to increase his management proficiency, to realize to the fullest his potentialities.

Mace continues: "Many other executives stated that their attitude toward subordinates could be characterized best by the Golden Rule, Do Unto Others as You Would Have Them Do Unto You. They stated that as a criterion for the measurement of administrative action, the Golden Rule constituted

a useful reminder and a guide. It was observed that in companies in which this rule was acknowledged as the simple administrative standard and where the standard was complied with, subordinates in the organization were encouraged to grow."

Another important factor increasingly recognized as essential is the concept of the "management team." A recent survey indicated that companies no longer depend upon the "business genius" but look more for the man who can operate in such a manner to contribute to the team work of a well integrated management.

We cannot expect management men to develop, to acquire leadership, and to give their best if they do not feel that the same attitude prevails in the rest of management. We cannot expect sincerity on their part if the sincerity of their superiors is not apparent. Too often, companies have found themselves in the frustrating position of offering unlimited opportunities in education and training and finding few takers. This is a strong indication that they have somehow lost sight of the most important factors.

Where, then, does the management club fit into the picture? For our answer, we rely upon a study of four clubs, three shop clubs and one city club, and the evaluation of one important NAF program, the Management Unity Seminar.

We were trying to determine

what makes a good club good, and what a smoothly functioning club can contribute to management development. Briefly, these were the findings:

First—Personal interviewing clearly brought out the feeling of members that the club made a solid contribution toward a unified management team. Some "social" barriers were broken down through club activities. Typical comments were: "After getting to know a guy in the club, you find that he's a lot easier to get to," and "Another thing, I've met people to talk with whom I just used to watch go by. Why, now, I wouldn't be afraid to walk into even the president's (of the company) office to talk with him."

Second—The possibilities for promoting inter-departmental understanding were great. In all the clubs, this was done simply through informal relationships during club activities. In two of the four cases, an entire year's program was built around the functions of various departments. In one club, a large one, an average attendance of almost 75 per cent was achieved due largely, the officers said, to the great interest in just such a program.

Third—There were many indications, both in interviewing club members and evaluating the results of the seminar study, that club and NAF activities were a very potent factor in broadening the viewpoint of the men. This had a very healthy effect on the man's attitude toward

his own company and associates. One seminar participant from Pittsburgh, had this to say: "I had to go to Dayton, Ohio, to find out how good a company I really worked for."

Fourth—Interviews with superiors of men who were active in club operations brought out the value of such experience. This worked in two ways. In some cases, it allowed a club president's superiors to see potential leadership qualities that the man's job did not show. One member of middle management, although very careful to stress that club operations are separate from company operations, said activities were a factor in considering a man for promotion. You just couldn't help, he explained, observing his performance as a club officer.

Fifth—The experience of the four clubs, especially the city club, revealed the great potentialities of a well-planned club educational program. A lot of things were involved in planning club educational programs, but one factor stood out that helps explain their appeal: The programs were designed for the member's personal development. Often, this meant education and training only remotely related to his job.

Sixth—Finally, the "professional management" concept has many possibilities. Not that most of the members feel now that management has reached the professional status (even though they may state that it ought to). The idea that there

ought to be, and in the Code of Ethics there is, a kind of "Golden Rule" for management, appeals to most of the men.

The role of the management club supplemented by the NAF's programs, then, becomes pretty clear. Its contribution lies in two major areas: first, in helping to promote the conditions and attitudes that must prevail in a "development atmosphere." And, second, offering experiences and education that permit the member to realize his potentialities. Understanding the other man's job, and, more important, understanding the other man, is a vital factor in developing team work. Knowing the objectives of the company and the nature of our business system through broadening and enlightening experiences is the only way in which can be developed what Peter Drucker, in his excellent book, *The Practice of Management*, calls "managerial vision."

The degree to which the club program contributes toward management development varies, of course. In most cases, club and NAF activities supplement excellent programs and practices that the companies have. The outstanding work done in management development by many NAF companies is well known throughout industry. And one reason why they are outstanding is that they encourage those things which can contribute to the personal development of their management men.



"But can't you see how your gold bricking is causing you to miss out on the thrill of achievement?"



By Samuel Irish

A BSENCE is not making Democrats and Republicans grow fonder. While Congress was in session, there was a lot of hearts and flowers between the Administration and the majority party.

But now that they don't have to work together tomorrow, the boys can let fly at each other today in statements and interviews, and in cracks and maneuvers at Congressional hearings.

One of the more resounding sounding boards has been the House Judiciary Subcommittee's investigation, by way of public hearings during the recess, on the role of the WOC in this "businessman's administration."

Since WOC's are mostly drawn from management in industry, this inquiry is of particular interest to supervisors. The WOC is the successor to the "Dollar-a-year" man of past emergencies. The letters stand for "without compensation," and the term is used to describe an industry expert from private life who serves the government without pay—from the government, that is. Most often the WOC is lent by his firm to a Federal agency on a short term basis for a particular assignment. Of economic necessity, he continues to receive his salary from his company, where he often has years of seniority.

An example, although perhaps an extreme one, is that of the Washington representative of a large can manufacturing company who served, WOC, as Deputy Director of the Container and Packing Division of the Business and Defense Service Administration in the Department of Commerce. Naturally, he had to continue to draw his salary from the can company, and naturally, the can company kept assigning him jobs to do as its Washington representative.

Among those jobs was the filing of an application for rapid tax write-off on a new plant the company wanted to build on the West Coast. In his capacity as the deputy director of BDSA, this same WOC had to pass on the application. Guess what—he recommended the tax write-off.

In a case involving a reserve Brigadier General in the Air Force who drew supplementary pay from Esso Export while on active duty status as petroleum logistics director at the Pentagon, President Eisenhower pointed out that—

"it would be idle to employ as a consultant anyone who didn't know something about the petroleum business. He is bound to come from the petroleum industry."

"CONFLICT OF INTERESTS"

The WOC Congressional inquiry is only one aspect of the whole question of businessmen and industrialists in policy-making spots in the Federal government, highlighted by the Wenzell and Talbott cases. However, the idea of using such men did not originate with the Eisenhower administration.

In fact, the "conflict of interest" law of which the Democrats are making so much has been on the books for nearly a century. In substance this criminal statute says that no agent of the government shall transact business with a business entity in which he has a direct or indirect financial interest.

Mr. Wenzell served as consultant for the Bureau of the Budget, an intimately Presidential agency, in the Dixon-Yates private power contract negotiations while he was director of the First Boston Corp., the New York banking concern that later emerged, as financial agent, without fee, of the \$100-million plus transaction with the Atomic Energy Commission. Mr. Talbott earned some \$132,000 in two years from a private engineering firm while drawing \$18,000 a year in salary as Secretary of the Air Force. He used his Pentagon office, literally and figuratively, to drum up business for his private firm, according to uncontroverted statements of fact.

CODE OF CAESAR'S WIFE

The Democrats are frantically clutching at such straws for a political issue for 1956. Republicans pass off these matters by pointing out that when the American people voted Republican in 1952, they were fully aware that the party was profoundly, traditionally and unashamedly "pro-business." Both oversimplify and overstate the case.

Businessmen are as honest as any other group, but no more so. It is perhaps inevitable that the longer and more successful a man has been in

business, the more likely he is to confuse, honestly, business interest with public interest.

The politician is far more sensitive by and large to the old code that to govern you must be like Caesar's wife—above suspicion.

Recently, the *Wall Street Journal* commented editorially along this line:

"He (the businessman who comes to Washington to serve the government) is apt to be less conscious of the political effect of what he does or says than the man who makes political affairs his life work because unconsciously he considers himself a political short-terminer anyway. He is likely to pride himself on his 'independence' from political pressures only to find, too late, that his independence has set up intolerable political pressures. It is not that he is incapable of learning the art of politics. More likely, he simply has no desire to learn."

"This is one reason for the widely held view that the amateur does not make a good public official; that political office is best left to politicians. And it must be admitted that too often the businessman in government ends up with his foot in his mouth."

FOREMEN DON'T BLUSH

Federal Department of Labor officials here who coordinate the unemployment compensation program administered by the states have noted, with chuckles, the ruling of the Connecticut Commission. Seems a worker used unprintable language in a loud voice to his foreman in a hassle about an electric fan that the worker said aggravated his arthritis.

The foreman fired him on the spot.

Query: Was the worker guilty of "wilful misconduct" and hence not eligible for state jobless pay benefits?

The Connecticut Commission answered in the negative, ruling that he could collect. It stated, solemnly:

What this claimant said was undoubtedly harsh. But it was said instinctively and without premeditation. It did not offend the foreman, nor cause him to blink.

However, the A. F. of L. *News-Reporter's* comment was that "a worker puts his job on the line when he cusses out his foreman," unless the worker "just cusses instinctively."



MONKEY BUSINESS

The Sunday school class was composed of three-year-olds. The teacher asked: "Do any of you remember who St. Matthew was?" No answer.

"Well, who was St. Mark?" Still no answer.

"Surely someone must remember who Peter was?"

The little faces were full of interest, but the room was quiet. Finally, a tiny voice came from the back of the room.

"I fink he was a wabbit."

"I had an odd dream last night, my dear," Mr. Smith remarked at breakfast. "I thought I saw another man running off with you."

"Really?" rejoined Mrs. Smith, "And what did you say to him?"

"I asked him what he was running for."

A policeman stopped a driver to tell him that he had no tail light. The motorist got out of his car, took one look, and turned pale.

The policeman assured him his offense was not that bad. Still the motorist appeared shaken by his experience. "There is no tail light," he admitted. "But neither is there a trailer with my wife and family in it!"

Judge: "You admit you drove over this man with a loaded truck. What have to say in your defense?"

Driver: "Your honor, I didn't know it was loaded!"

The height of devotion, it seems to us, was shown by that flagpole sitter when his wife died.

Out of respect for her memory, he lowered himself to half mast.

Management Team of the Month

P.A.A.

Management Club, Inc.,
of Brownsville, Texas

INOMINATE the P.A.A. Management Club, Inc., of Brownsville, Texas which won an Excellent Club Award and Third Place Zone B Award in its first year of operation, to be honored as a Management Team of the Month.

At the beginning of our fiscal year, July 1, 1954, the P.A.A. Brownsville Base was confronted with very serious problems, such as:

(1) Phasing out an Air Force engine contract which had constituted the major portion of our workload. (2) Completing the transition in the airframe shops from airline to customer work. (3) Increasing our commercial workload in order to maintain an adequate overhead group and still operate at a profit. (4) Readjusting and improving our lines of communication which had been disrupted as a result of the required reorganization.

Briefly, this was our basic problem: An Air Force engine contract represented 60 per cent of our work

load. When the contract terminated, a reduction of our productive workers by 60 per cent seemed insurmountable. The first cost analysis forecast of our remaining organization indicated that our man-hour rate would increase by at least 50 per cent, which would have been prohibitive.

These challenging problems presented our club an excellent opportunity to work with our local top management as a team.

At our dinner meeting on October 21, 1954, we held a round table discussion during which suggestions were invited on promoting sales, reducing costs, increasing production output and improving quality. The response was impressive, and although a number of the best ideas advocated were already in the process of development through the initiative of our Maintenance Superintendent, Mr. R. M. "Dick" Adams, the fact that the entire club participated paved the way for the smooth

implementation and acceptance of the new policies.

Among the numerous suggestions made were the following: (1) Increasing the engineering and sales force. (2) Establishing production control in the airframe shop as a separate section. (3) Holding pre-job conferences for better planning. (4) Holding post-job conferences for analysis and future job improvement. (5) Increasing our advertising and printed literature. (6) Stressing cost information to make all levels of management cost conscious.

The improvement of communications has received special attention at most of our meetings. In fact, our year's program was built around this subject.

To help in the transition from airline to customer work, training sessions were organized in conjunction with management and held on

the following subjects: (1) Test your Leadership. (2) How to Win Acceptance of Change. (3) Dealing with People. (4) Customer Relations.

These sessions were topped by a "work shop" session on "Problems of Re-Adjustment" led by Mr. R. N. Dobbins, field research editor for the Research Institute of America.

WE cannot prove the extent of our contribution by means of facts and figures, but the conditions of our base at the beginning of our fiscal year were such that it was simply a case of finding a way to continue sound operation or closing down. Through proper reorganization, our PAA management was able to keep the man-hour rates down to within 15 per cent of our previous profitable rate (though at first it had looked like the man-hour rate would increase by at least 50 per

How To Qualify For Award

To qualify for a Management Team of the Month award, a club's entry should:

1. Contain specific factual and statistical documentation of the accomplishment of a club project which is in keeping with NAF objectives.
2. Concern a club project which materially benefits the sponsoring company, contributes to the development of individual management club members, or improves the community through the exercise of management leadership prerogatives by the members of the NAF club.
3. Be approximately 500 words in length.

cent). A year later finds us very competitively still in business.

Without detracting from our maintenance superintendent, who has supplied the necessary leadership and guidance, we can point with pride to the participation of our Management Club, as a team, towards the establishment of a financially sound operation at the PAA Brownsville Base.

I attribute the enthusiasm with which our management team tackled the problems, and the ready acceptance of the reorganization, to the action of our NAF club.

Management Men should also be interested in community affairs. Several projects of this nature were carried out, such as conducting plant tours of other local industries, interesting other management groups in establishing NAF Clubs, contributing to charitable organizations. These, however, are run-of-the-mill

activities in which all clubs participate. But we consider one of our projects in this respect as specially noteworthy because it struck at the basic structure of our great nation—the right of every individual to vote!

One of our members was deputized by the Tax Collector to "sell poll taxes." In Texas a person needs a poll tax receipt to vote. Our idea here was to facilitate the purchase of the poll taxes by our own plant people and those of adjoining industries. Approximately 300 receipts were issued. Our commission of 10 cents per receipt went to the March of Dimes fund.

Based on the principles of the NAF, the P.A.A. Management Club, Inc., of Brownsville, Texas, continues to strive for even greater unity in the management group.

*Sabas Klabn, President
P.A.A. Management Club, Inc.,
of Brownsville, Texas*

SAYING GRACE

Three prayers, used by three faiths for saying grace are:

Catholic

"Bless us, O Lord, and these Thy gifts, which we are about to receive from Thy Bounty Through Christ our Lord. Amen."

Jewish

"Lift up your hands toward the sanctuary and bless the Lord. Blessed art Thou, O Lord our God, King of the universe, who bringest forth bread from the earth. Amen."

Protestant

"Bless, O Lord this food to our use, and us to Thy service, and make us ever mindful of the needs of others in Jesus' name. Amen."

THIS WAS THE SUPERVISORY PROBLEM FOR SEPTEMBER

Joe had been made foreman of assembly C because he had demonstrated to his superiors that he had the necessary job knowledge, cooperativeness, etc. to serve as a member of the management team.

However, his eagerness to do an outstanding job caused a rather serious human relations problem. Whenever his conveyorized operation was threatened with a work stoppage, for lack of material or for any other cause, Joe would take a hand-lift and start moving material in. Sometimes he would step in beside the men and work. This violated the contractual agreement and had been the cause of at least 10 grievances.

Each grievance had been settled with a promise from Joe that it would not happen again. Grievances such as these are totally unnecessary. But Joe's boss could not break him of the habit. How would you stop Joe?

THE WINNERS

The following are the best solutions to the supervisory problem for September. The winners have received checks for \$10 each and a handsome two color Merit Award certificate suitable for framing.

NEEDS MANAGEMENT TRAINING

*By George A. Earnhart,
Denver, Colo.*

Joe's primary emphasis upon production indicates that he is either not aware or is occasionally forgetful of the duties and responsibilities acquired with his new supervisory assignment. Under pressure, he drops his management role and becomes a worker—a situation which, if continued, will widen the

breach between he and his employees and result in decreased productive efficiency.

Joe needs first, therefore, a general course in management training, with particular emphasis laid upon the important phases of human relations. Such a course would, among other things, point out to Joe that supervisory leadership is actually the art of getting along with people; the art of guiding and controlling others in getting a job done; the ability to plan and look ahead; and the ability to look back and profit from past experience. Obviously, he does not have the time to accomplish any of these when he, himself, is on the production line.

It would also stress that production efficiency—his responsibility to management—can only come about as the result of high group morale. This, in turn, is the by-product of successful application of these leadership factors. One is directly inter-related with the other.

Upon completion of such a course, private sessions with Joe should then relate these principles to his own particular work area and group. For example, better planning on Joe's part would perhaps include a thorough investigation into the causes for these somewhat frequent work stoppages. A discussion on this matter with his employees might well rectify some of the discrepancies, but more important, would give the workers a team feeling of "belonging," and having had a hand in the actual work operation.

It would also be emphasized to Joe that the union agreement is a two-way avenue. It has advantages and disadvantages to both labor and management. The important factor, though, is that it is a contract agreed to by both parties. As such, it must be adhered to and honored by all concerned. Repeated violations—particularly of the same type—can cause only bitterness and resentment toward Joe by his men, with a

resultant decline in morale and productivity, the exact opposite of that for which he is striving.

Joe must reach the full realization that in resolving grievances promptly and effectively, he again has responsibilities both to his employees and to management on higher levels. By ignoring them he is thereby allowing grievances to become multiplied and magnified, and storing up major trouble for himself and the company.

Finally, Joe would be advised that his future work would be checked to ensure that all management principles were being closely followed. This, in reality, is his basic difficulty, and one which should be solved with complete comprehension of the supervisory principles involved. Failure to adhere to them, he would be advised, could result in only one conclusion—that his primary interests lay in line work, rather than the supervisory phase of the business. Action would then necessarily follow which would again place him as a member of the working force.

GIVE HIM GUIDANCE

By Carl A. Malchou, Buffalo, N.Y.

Joe's problem is common among young supervisors. He is performing only ONE of the many phases of a supervisor's job: keeping production rates up. To get him to perform ALL of his job, I would call him in for a conference and approach him in a more positive manner. I would bring up some of the problems confronting management that a supervisor is expected to handle, such as: morale, absenteeism, safety, material handling between departments, the need for better methods, and better working conditions. I would stress the fact that the morale of a group is the gage on which production rates and profits are measured. Then I would make these his personal problems.

I would suggest that he make a sur-

vey of his group to determine what he can do. I would point out his role as a part of management, emphasizing the many sides of his job, all of which are necessary in reaching the goal of high production. Then I would ask him to report back to me at the end of one month. I would make it clear that his suggestions and ideas for improvements are part of his job.

Joe's old habit of interference can be corrected because he will not have time to devote all of his attention to one phase of his work. His main problem has been that he did not have the proper prospective and was putting all his efforts into the end rather than into the means to the end.

MANAGING TAKES FULL TIME

By S. D. Lynn, Fairless Hills, Pa.

Management Responsibilities—It is obvious that "Joe" cannot supervise and move material at the same time. Each moment of working is a moment away from supervising, and the direction of men, material and machines is Joe's primary function. When Joe accepted a position on the management team he was probably informed that his job was one of managing and directing his working forces. Managing and directing cannot be placed on the same plane as working. It would seem that Joe's problem in this case is lack of adequate worker training. A well trained crew would realize that a work stoppage or bottle-neck situation was about to occur and would immediately take preventative measures with or without Joe's direction.

It should be pointed out to Joe by his boss that he had been selected as a foreman because of his many superior qualities. However, his constant disturbance of labor relations is not consistent with his responsibility as a management member. Joe should not expect fair execution of the contractual agreement by his workers if he, repre-

senting management, does not adhere to contractual principles.

I believe this situation could best be resolved by:

1. Installation of a job training plan including proper follow-up.
2. Appeal to fairness and responsibility as a management member.

HONORABLE MENTION

John J. D'Ercole, Hamilton, Ohio; John Clifford, Buffalo, N.Y.; Mrs. Burton E. Toepp, South Bend, Ind.; W. W. Holman, Toledo, Ohio, and C. F. Thoms-
allo, Tucson, Ariz.

Estimated net income, after interest and rentals of major railroads in the U. S. for the year, 1954, amounted to \$666,000,000 compared with \$868,000,000 in 1953. Net income, reflecting the pick-up in business, for the month of December, 1954, was estimated at \$119,000,000 compared with \$69,000,000 in the same month for 1953. Total operating revenues in 1954 amounted to \$9,370,905,784 compared with \$10,664,264,383 in 1953 a decrease of \$1,293,358,599 or 12.1 per cent—Missouri Pacific Line News Reel.

Here are the answers to "Are You Well Informed" on page 12. If you have answered all the questions correctly, you are keeping yourself well informed.

Don't Give It Away

EVER NOTICE the feeling of independence a fellow gets with a few dollars in his pocket, especially a few dollars which are not specifically marked for necessities?

Perhaps he'll ear-mark them for a pair of extra good theater tickets, a painting, barbecue steaks for the family, or even a shower fixture which is wanted but not urgently needed.

Perhaps they'll go to his church, or favorite charity or hospital, or to a college.

The dollars he owns and spends not only make him feel independent, but actually give him independence—a freedom to enjoy life the way he chooses.

Private ownership of property and the right to dispose of it is one of the fundamental freedoms of Americans.

Under the Constitution no one can be deprived of his property except through due process of law.

We can, however, vote ourselves into ruinous taxation.

We can, by that same "due process," socialize ourselves to the point where some bureaucrat can decide how our dollars are spent.

Private ownership of property is a heritage worth keeping.

We've got to be sure we don't give it away.

What I Learned About Salesmanship

by Bernard I. Garland

I USED TO think a salesman was some sort of lazy individual who merely went around taking orders from people who wanted to buy something anyway. But I've changed my mind. Now I have every respect for salesmen. You see, I became one—temporarily at least. I might try it again sometime. It was mighty interesting. And I learned a lot, too.

It all came about when a certain nephew of mine set his heart on going to Washington with his group of school patrol boys. They were to be chaperoned by the local Chief of Police, to meet the President of The United States and then parade down Pennsylvania Avenue in full dress uniform. It was a big event in any boy's life. And it cost \$50.

So nephew hit upon the idea that the most honest, diligent, independent and inspirational way to obtain the money was to earn it. And he decided that a noble (if not an easy) way to earn money was by selling doughnuts. He would only have to sell 300 dozen.

Now I didn't become involved in this thing directly. My wife en-

couraged the lad; and me, of course wanting to help a boy get to see the President, promised to deliver to all the customers.

My first introduction to the doughnut business was 69 dozen. That was the first order. Seventy dozen, really, because the man gave us an extra dozen as a bonus.

They were good doughnuts all right. I ate three samples to verify the claims of quality that were made by the company. They were packed, still warm from the oven, in attractive green and red boxes with a notation on the side setting forth the ingredients therein. I drove home in my car surrounded by doughnuts. The aroma was delicious. By the time I reached home I was ready to eat them all. I have never been so hungry and unable to eat in all my life. But it was tempered somewhat by my thoughts of coming to be known as the doughnut man—just a modern version of the gingerbread man maybe.

My first actual contact was to drive the nephew around and sit in the car while he delivered the doughnuts. I quickly saw that he would

never sell 300 dozen doughnuts by himself—not in the allotted time anyway.

So, noble me, I offered to help him sell. And right there I began to learn that salesmen do not just take orders. Out of the first 200 calls, I sold three dozen doughnuts. I thought people liked doughnuts. How in the world had the boy sold 69 dozen already?

I was quick to realize that if I was going to sell any doughnuts I would need a system. Maybe there was a method. Maybe salesmen studied psychology for a reason.

My first cue came from the doughnut hole lady. I'll always remember her because she taught me to analyze my customer. No two people are alike, I learned. And the secret of successful selling is the ability to appeal to the particular personality quirk (idiosyncrasy maybe) of each individual. Take the doughnut hole lady. She was looking for bargains. She wanted something for nothing. "What about the service?" she asked. "Do you deliver—free?"

I rose to the occasion. "Lady," I said, seizing the opportunity, "delivery doesn't cost you one penny. Why, if you buy these doughnuts, we will even throw in the hole."

She took two dozen.

My elation was dampened slightly however when I got half way up the next driveway before I discovered the most ugly looking Boston Bulldog I've ever seen. And he

wasn't friendly. I did the only thing that popped into my head. I offered the canine a doughnut. When the man finally got there, I was stroking the old bull's ears. His owner was sweating, with relief I guess. "Gosh," he said, "I didn't know Towser was loose. If your doughnuts are that good, I'll take ten dozen to go with coffee after choir rehearsal."

I'd have to remember that man. Maybe I could sell him some coffee sometime.

But good luck can't be too consistent. The next prospect called the Better Business Bureau. She was a little, wrinkled old woman who lived all alone.

"He hasn't any credentials," she told them. "And he's selling Crispee Curlee doughnuts."

I became a little frightened that time. After all, I didn't have a peddler's license. And I didn't want to become involved with the law.

The little old woman broke in on my thoughts. "It's all right, young man," she was saying. "But I don't want any doughnuts."

So you see how I learned about selling. Things like these happen all the time.

One lady must have been reading those "buy brand names" ads that you see on buses and in subway cars. "But what *kind* of doughnuts are they?" she wanted to know. "Are they a standard brand?"

"Lady," I said, "These are Crispee Curlee doughnuts. They are

made by the nationally famous Crispee Curlee Co. and manufactured only under selected franchises from which they are distributed only through reliable agents, such as, for example," (I straightened my shoulders and coughed just a little) "myself." I let her inspect the box. "Yes, ma'am," I finished. "These are not ordinary doughnuts. These are Crispee Curlee doughnuts."

She bought.

The other "case" was a man. I think he must have had dyspepsia or jaundice or something. A package of Tums was in his vest pocket, and he took a piece of Aspergum as he came to the door. He acted rather timid.

"They won't hurt you, will they?" he queried. "Are they fried in fat? What do they have in them?"

I went all out. "Sir," I began. "Here on the box is a list of the ingredients. These doughnuts are some of the finest of pure foods. You can see that they contain selected non-fat milk solids, both wheat and potato flour, whole eggs, salt, yeast and a special artificial flavoring." I paused for breath. "Mister," I went on, "they are of such quality as would be taken on the first space flight to the Moon. These doughnuts are scientifically prepared to fill all the needed pastry requirements of the human body."

You know, selling is a great business. I have considered the possibility of making it my vocation. And

I think I'd sell doughnuts, too. You see, there are really many kinds of doughnuts. We just sold plain old doughnuts. But, as you know, there are raised doughnuts and glazed doughnuts. There are jelly doughnuts and filled doughnuts, and chocolate doughnuts and frosted doughnuts.

Now to learn the analysis of all such kinds of doughnuts would be a large undertaking, but it would be extremely helpful in increasing sales. Also, I believe certain new and original types of doughnuts would appeal to many unorthodox people. The world is always looking for something new. Why, a man could get rich selling "designed" doughnuts. Think, for instance, if one were to offer the market doughnuts with two holes instead of one.

But of course no salesman is really qualified to sell doughnuts until he has a thorough knowledge of psychology and a smattering of the fundamentals of the leading professions. For the approach to a lawyer's wife would be completely inappropriate for a preacher. A fisherman should never be solicited from the viewpoint of a fur farmer. And a school teacher would never think exactly like a dentist.

So you see how I have come to respect salesmen in a way I had never realized before. I had thought selling was just nuts, until I found out about—Doughnuts!

Taxes Are Your Business

A MAN working 40 hours a week, 50 weeks a year, at \$2.50 an hour, from the time of Christ until today, would have earned less than 1/100 of a billion dollars.

Recently senators and congressmen voted on billion dollar appropriations which were being rushed through at the end of the current Congress.

Most of the money for these appropriations is withheld from our paychecks. What it is spent for is a matter of concern to everybody. It deserves close study.

Of all the personal income taxes collected, 59 per cent is paid by people earning less than \$10,000 and 74 per cent by people earning less than \$25,000 a year.

Eight per cent is collected from those making more than \$100,000 a year, and if their entire incomes were confiscated the percentage would change little.

Taxes and how they are spent are everybody's business.

Investment Per Worker

The present capital investment required by U.S. business to employ one worker is \$12,500. The Machinery Institute estimates in the current issue of its quarterly publication, *Capital Goods Review*.

The Institute also estimates it takes \$450 per worker to maintain jobs already in existence.

"... if business as a whole is to absorb the annual growth in the private labor force, offset the current consumption of its fixed assets, and provide for a normal growth in investment per worker, it must find each year \$35-40 billion in long-term capital," the Institute says.



Frank H. Irelan, NAF national president from 1943 until 1946 and general manager of Delco Products division, General Motors Corp., has invited all past NAF national presidents and their wives to be his guests at a two-day meeting in Dayton, October 8-9.

The appointments of three new NAF Area Managers have been announced by Marion Kershner, NAF executive vice president.

They are: John W. Brown, who will serve in the newly created Detroit Area office; Frank C. Gregson, who will serve in the Los Angeles Area, and Richard D. Spence, who will serve in the Pittsburgh Area.

Brown formerly was associated with the Line Material Co., South Milwaukee, Wis., as personnel manager. Gregson, who succeeds E. H. Moore, was an agent for the Occidental Life Insurance Co. of Calif. Spence, who takes the place of Norman George, the NAF's new manager of research, was assistant to the works manager at the Lake Erie Engineering Corp., Buffalo, N.Y.

In an afternoon full of fun and

good times, two events which got the most laughs at the sixth annual joint meeting of the Spang-Chalfant Foremen's Association of Etna and the Spang-Chalfant Supervisors' Association-Ambridge were a "Mummy Contest" and a "Bubble Gum Contest."

In the "Mummy Contest" wives raced against time to wrap their husbands with paper. In the "Bubble Gum Contest," which was designed to "keep the bosses quiet," the wives chewed bubble gum.

The St. Regis Foremen's Club, Deferiet, N.Y., provided transportation for Milton Bisha of Carthage to attend the Coast Guard Academy at London for five days during August. The trip was one of the club's community projects.

The 1955-1956 program of the Foreman's Club of Dayton includes 10 special monthly training meetings, a series of seven intensive training or refresher courses and two, one-day seminars, one this Fall and one in the Spring. Among the topics to be covered are: "What Foremen Should Know About The Supervision of Women," "What Today's Foreman Should Know About Current Legislation Affecting Him," "What Foremen Should Know About the Coming Effect of Automation," and dealing with unemployment compensation, advertising, management, security, conference leadership, effective speaking, job instruction, work simplification, human relations and law.

Letters to the Editors

To the Editors:

Your Editorial Memo on page 12 and 13 of August issue of MANAGE rings a bell of an unusual tone. I believe that Mr. Kershner's *whole* talk should be given space in a later issue of MANAGE. I have inquired and find that far too many people have just skimmed through the magazine and have missed it entirely.

If you do not see fit to include it, how can I get a copy? Can it be duplicated so that more can read it? Thoughts of this kind should not get lost or lie around dormant. They should live.

Sincerely,
THE CARBORUNDUM COMPANY
R. B. Luce
Administrator of Suggestions

"The roads you travel so briskly lead out of dim antiquity, and you study the past chiefly because of its bearing on the living present and its promise for the future."—*Lt. Gen. James G. Harbord*

NAF Calendar

OCTOBER 17-21, 1955
Management Unity Seminar Dayton, Ohio

DECEMBER 12-16, 1955
Management Unity Seminar Dayton, Ohio

JANUARY 25-26-27-28, 1956
Board of Directors Meeting Kansas City, Kansas

FEBRUARY 4, 1956
St. Louis Area Council Conference St. Louis, Mo.

MAY 12, 1956
Regional Conference Syracuse, N. Y.

NEW CLUBS

ACF Industries Foremen's Club

ACF Industries Inc. Berwick, Pa.

ALCOA Mobile Management Club

Aluminum Co. of America Mobile, Ala.

Green River Steel Management Club

Green River Steel Co. Owensboro, Ky.

Copeland Foremans Club

Copeland Refrigeration Corp. Sidney, Ohio





NAF Celebrates Its 30th Birthday

ON OCTOBER 8 The National Association of Foremen will have reached the mature age of 30 years. During that time, she has grown from the 30 delegates who founded her to almost 65,000 members.

The late Thomas B. Fordham, works manager of the Delco-Light Co., Dayton, Ohio, was most responsible for the NAF organization. In 1924 he had been elected president of the Ohio Federation of Foremen's Clubs because he visualized the vast industrial potential of a foremen's club association.

Mr. Fordham set the pace of the October 8, 1925, meeting with another one of his characteristically inspiring addresses. He was elected first president of the NAF.

"The foreman must first of all work for the interests of his company; second, for the men or women who work for him, and, lastly, for himself," declared Mr. Fordham in creating the atmosphere for the NAF constitution and by-laws.

"Our National Association must primarily stand for the education and improvement of the foremen . . . The foremen must take this movement seriously and not consider the foremen's club as a social organization. Rather it should be considered as an opportunity for study and somewhat like a night school class in the training for leadership in industry."

The founders chose as the Association's objective: "To help in promoting better foremanship by studying the needs and opportunities of industry in order to make each individual foreman a power for good in his own organization and community."

Among the industrial and educational leaders of five states who attended the meeting were delegates from four foremen's clubs which are still leaders in the NAF movement:

Foreman's Club of Dayton
Foremen's Club of Greater Cincinnati
Springfield Foremen's Club
Foremen's Club of Toledo

Lockheed NAF Club Hits

3,000 Member Mark

THE National Association of Foremen passed another milestone recently when the Lockheed Management Club at Burbank, Calif., announced its membership had reached the 3,000 mark.

This makes Lockheed the largest club in the NAF and the first to obtain 3,000 members.

For the past 25 years, the Foreman's Club of Dayton, has had the distinction of the "first and largest club" in the NAF.

By coincidence, Lockheed's 3,000th member was born and raised in Dayton, Ohio, where the NAF movement began and where the organization still has its national headquarters.

He is William A. Brumm Jr., group supervisor of electronics shop operations control at Lockheed's Missile Systems Division in Van Nuys, Calif. NAF National President Gordon R. Parkinson and Club President Larry Dillin congratulated Brumm at a recent meeting of the club.

The achievement came a few weeks after the club's 10th anniversary. The club's membership includes that of the Missiles Systems Division, Lockheed Aircraft Service Corp., Lockheed Air Terminal and the California Division.

Another fast-growing NAF club is Lockheed's club in the South, The Lockheed Management Club of Georgia, which now has over 2,400 members.



William A. Brumm Jr.

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